



DEPARTMENT OF DEFENSE
DCPAS
Defense Civilian Personnel Advisory Service

Performance Management Training: Dip Your Toes in the Shallow End

**Scott Wortman, DCPAS,
New Beginnings Program Manager**



New Beginnings





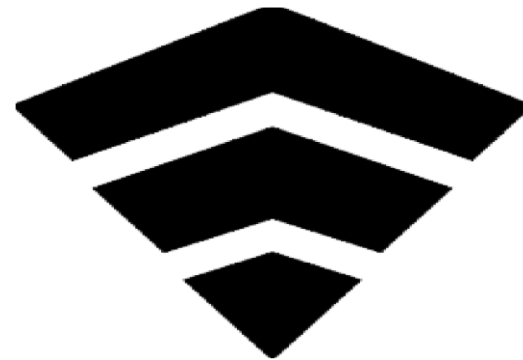
Agenda

- Performance Management Program Highlights
- DoD Training Plan
- Training Lessons & Materials
- HR Practitioners Training
- Training objectives
- New Beginnings Webpage
- Best Practices
- Training Evaluation





Key Performance Management Features



Appraisal Cycle:

April 1 - March 31

Minimum of Three
Performance
Discussions
Required

(but more are
recommended)

Three-Level Rating
Pattern





Key Performance Management Features



Continuous
Recognition
and Rewards



Fostering
Cultural and
Attitudinal
Change



Use of an
Automated
Performance
Appraisal Tool





DoD Performance Management Model



Fair – Credible – Transparent





DoD Training Plan Highlights

- Consistent training developed at DoD level will be cascaded to Components for delivery to all “covered” employees
- DoD is using a Train-the-Trainer (T3) approach to deliver training to Component instructors
- Camera-ready training materials are provided for use by the Component trainers responsible for implementing their respective Component’s training strategy
 - Implementation training for new users (ILT and WBT)
 - Sustainment for refresher training (WBT only in development)
- Training materials are available on the DoD SharePoint site – see Component Training POC to access content
- Components are responsible for ensuring the trainers they select have the skillset to effectively train their workforce





DoD Training Plan Highlights

- Instructor-Led Training (ILT) is recommended, but Web-based Training (WBT) is available for blended learning use, and/or when ILT is not a viable option
- WBT is delivered through centralized Joint Knowledge Online (JKO) platform
 - CAC-enabled access
 - User ID and password access available for non-CAC users
- DoD encourages Components to promote the Performance Management Overview (Lesson 1) in a variety of forums (e.g. Town Halls, Commander Briefings, Staff Meetings, etc.)
- Instructor-Led training consists of seven lessons delivered over two days
- DCPAS will offer an additional course designed specifically for HR Practitioners





Performance Mgt Program Training Lessons

#	Lesson	Highlights
1	Performance Management Overview	“Fair, Credible, Transparent” - General overview of the Performance Management & Appraisal Program and framework
2	Engaged Employees	“Performance Management is a Collaborative Effort between Supervisors and Employees” - The empowering of employees, keeping them informed, engaged and productive. It is based on trust, integrity, and two-way communication between supervisor and employees.
3	Continuous Feedback	“It’s NOT about the 365th day” - Continuous feedback plays a vital role in motivating employees to give their best, which in-turn aids in organizational effectiveness.
4	Planning Performance	“Performance Management is Collaborative Effort between Supervisors and Employees” - Performance planning is critical in determining performance expectations. It involves the development of realistic, achievable objectives for the employee to accomplish during the appraisal cycle.





Performance Mgt Program Training Lessons

#	Lesson	Highlights
5	Monitoring Performance	<i>“It’s NOT about the 365th day”</i> - Monitoring of performance elements identified in the employee’s performance plan and the employee’s level of accomplishment based on the element. Also, applying performance elements consistently, provide clear expectations for their employees, and deal with performance issues proactively and in a timely manner
6	Evaluating Performance	<i>“No surprises for either party at the end of the appraisal cycle”</i> - Performance evaluation is the determination of an employee’s job performance and its outcomes based on elements listed in the employee’s performance plan
7	Recognizing and Rewarding Performance	<i>“Fair, Credible, Transparent”</i> - Reward and recognition serves as tools for reinforcing behaviors that drive organizational excellence and gives a boost to employee engagement.



Training Materials

- Provided 2 Binders during Training for Lessons 1-7; Component plans may vary
- Binders consist of:

- ***Instructor Guide:***

- Instructor notes
- PowerPoint images
- Glossary
- CD with training materials

- ***Participant Guide:***

- PowerPoint slides
- Participant notes
- Handouts for classroom exercises
- Glossary





Performance Mgt for HR Practitioners

- DCPAS will offer a two-day classroom training course designed specifically for the HR practitioner, with the following objectives:
 - Examine the process for resolving disagreements that may emerge during the performance management process
 - Analyze the HR/LR implications of a variety of incentives designed to recognize and reward high performance, indicating the circumstances that turn these incentives into perceived disincentives
 - Analyze the HR/LR implications of immediately addressing deviations from acceptable performance levels
 - Explain how to develop and implement the PIP process if performance cannot be brought back to at least "Fully Successful"
 - Design a sample performance plan and developmental plan to correct poor performance, based on a case study
- For more information and to register for this course, email:
 - dodhra.mc-alex.dcpas.mbx.hrops-lerd-trng@mail.mil





- Performance Management
- Staffing & Hiring Flexibilities
- Training & Development
- Awards

Information Highlights

- FAQs
- Performance Management Toolkit
- Performance Management Guides, Tips Sheets, and Checklists
- MyPerformance Training videos
- Hiring Manager's Toolkit
- Award Information
- DoD Memoranda & Policy

<https://www.cpms.osd.mil/>

New Beginnings is a collaborative labor-management effort involving the Department of Defense (DOD) and a broad array of DOD employees and national-level union representatives. Its mandate is to implement significant improvements to DOD Human Resource practices and policies, including implementation of a new Defense-wide Performance Management and Appraisal Program. New Beginnings encompasses reforms impacting Performance Management, Hiring Flexibilities, Training and Development, and Workforce Incentives.

Directives & Communication	Performance Management	Staffing & Hiring Flexibilities	Training & Development	Awards
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HR practitioners and Component Trainers receive training on the new Defense Performance Management and Appraisal Program the week of 19 January.



[Click here](#) for additional documents and information.

[Click here](#) to view FAQs.

The National Defense Authorization Act (NDAA) for Fiscal Year 2010 provided the Secretary of Defense authority to promulgate agency rules and regulations providing for: 1) a new performance management program and 2) redesigned procedures for use within the Department of Defense (DOD) to make appointments to positions within the competitive service. The NDAA also provided the Secretary, at his discretion, authority to establish a "DOD Civilian Workforce Incentive Fund."

Section 9902(c)(2) of title 5, United States Code, requires DOD to ensure “a means for involving employees (for bargaining unit employees, through their exclusive representatives) in design and implementation of . . . the new authorities and practices. Executive Order 13522, “Creating Labor Management Forums to Improve Delivery of Government Services,” requires agencies to allow employees and their unions “to have pre-decisional involvement in all workplace matters to the fullest extent practicable.”

Representatives from the DOD Components, organizations that represent DOD employees



Through a dynamic, collaborative labor-management partnership with national-level unions, the Department has made great strides toward full implementation of the comprehensive New Beginnings initiatives, geared toward implementing new policies and processes to better position the DOD to compete for and retain top talent that is essential to protecting the security of our nation.

As the Department continues to make progress in creating a culture of engagement and high performance through the implementation of New Beginnings, utilize this consolidated resource to stay apprised of all implementation progress, important communications, dates and information regarding the joint labor-management Pre-Decisional process, Frequently Asked Questions, and information on new products, programs, and policies.

NEW BEGINNINGS NAVIGATION

Overview

Frequently Asked Questions

Resources and References

CONTACT INFORMATION

Department of Defense
Defense Civilian Personnel Advisory Service
4800 Mark Center Drive, Suite 06G13
Alexandria VA 22350-1100

Component Contacts for New Beginnings





Training Best Practices

- Ensure those individuals identified to receive DoD's T3 training are the right fit – have the right background and skillset to effectively train your Component workforce
- Start training early – begin approximately six months prior to implementation date
- Instructor-Led Training is strongly encouraged as the most effective method of training, with web-based training available as an alternative option or to create a blended training approach
- Address head-on, the fact that the training environment may consist of both Employees and Supervisors training together – encourage open, yet anonymous, communication during training sessions
- Advance communication on information regarding SMART Objectives will aid in training comprehension
- Understand the differences in the procedures and requirements of your Component's current program and the new DoD program; Consider developing a side-by-side comparison highlighting the differences





Training Evaluation

- For Instructor-Led training:
 - Level 1 and Level 2 training assessments are included with the DoD training materials package
 - Component trainers administer assessments at the completion of each lesson, and return to Component training POCs
 - Component training POCs deliver evaluation summary assessments to DoD on a monthly basis
- For Web-based training:
 - Training assessments are embedded in web-based training lessons on JKO
 - No action is required by Component training coordinator
- Training evaluation input will be used to:
 - Improve Performance Management training
 - Provide input into overarching New Beginnings Program Evaluation





New Beginnings

